



# United States Military Entrance Processing Command Strategic Plan

2012-2025

June 2012



## Table of Contents

Item	Page No.
Foreword	1
Commander's Intent	2
USMEPCOM's Mission, Vision, Values, and Goals	3
USMEPCOM's Strategic Alignment	6
Strategic Analysis	7
Strategic Management and Governance	9
Concept of Future Capabilities and Operations	10
Future Processing Operations	12
2017 Overview	12
2020 Overview	13
2025 Overview	13
Conclusion	14
Introduction to Appendices	15
Appendix A	16
2017 Concept	16
2017 Detailed Concept	19
Appendix B	25
2020 Concept	25
2020 Highlights	26
Appendix C	30
2025 Concept	30
2025 Highlights	31

## Foreword

Strategic planning at the United States Military Entrance Processing Command (USMEPCOM) is a continuous process conducted in cooperation with our customers, partners, and stakeholders. The Government Performance and Results Act (GPRA) of 1993 established the requirement for strategic planning and performance measurement for all federal agencies by September 30, 1997. USMEPCOM published its first strategic plan, Order 96-1, on October 31, 1995.

Since that time, USMEPCOM has routinely conducted internal and external environmental scans and stakeholder assessments to obtain situational awareness and the best ideas from leadership and employees at all organizational levels. These assessments have given insights into the strategic direction, needs, and desires of customers, partners, and stakeholders. Assessment results have included interpretation of the political, economic, social, and technological events and trends which influence the accession community business. These assessments have helped USMEPCOM understand the impact of emerging trends, requirements to improve business practices, and ways to leverage technology for improved productivity. Senior leadership reviews and updates the strategic plan using these assessment results, in addition to aligning them with higher headquarters' (HQ) strategic guidance. Each iteration of the strategic plan guides USMEPCOM's future and moves our organization closer to its vision.

## Commander's Intent

USMEPCOM's Strategic Plan reinforces its core mission while representing a dramatic shift from past operating principles and paradigms. USMEPCOM's dedicated staff is a key component to the success of America's All-Volunteer Force. USMEPCOM is an organization designed, programmed, and accustomed to a business model of military accession screening supported by an operating structure that endorses routine, repetition, and replication. To continue our vital mission, we must adapt to a future of variable customers, unpredictable demand, and scarce resources.

At the February 2012 Strategic Planning Offsite, leaders re-examined USMEPCOM's fundamental purpose and strategic direction. As military accessions continue to decline, USMEPCOM is operating at lower capacities while the fixed costs remain constant. USMEPCOM can apply available processing capacity to new mission opportunities. But first, we must transform current practices to augment mission capabilities—what is done will not change, but how it is done must improve. To that end, USMEPCOM's new vision statement includes employment screening for other federal agencies and the revised mission statement more clearly articulates USMEPCOM's fundamental purpose.

This Strategic Plan lays the groundwork for combining USMEPCOM's unique core organizational skills with an organizational capability offering innovative and cost-effective services, and marketing these services to establish new sources of revenue. Creating a powerful value proposition for customers requires that we first transform USMEPCOM's basic operating structure. We must deploy products and services that meet or exceed customer needs. Organizational transformation facilitates mission effectiveness.

The strategic goals will govern USMEPCOM's transformation. The transformation will be driven by organizational development, business process management, performance measurement, cost management, and restructuring. We will increase the value proposition to our customers with enhanced services including electronic personnel and health records, pre-qualifying applicants' eligibility, employment screening for other federal agencies, and alternative processing options. The goals are hard-hitting and lay the groundwork for achieving the vision. USMEPCOM will publish a Strategic Action Plan outlining objectives, deliverables, and target dates to gauge progress. The Action Plan will also include bold initiatives that stretch USMEPCOM beyond its traditional model.

Strategic planning efforts outlined ensure USMEPCOM will continue to be the nation's first choice in opening "Freedom's Front Door."

Eric W. Johnson  
CAPT, USN  
Commanding

# USMEPCOM's Mission, Vision, Values, and Goals

## USMEPCOM's Mission

USMEPCOM evaluates applicants by applying established DoD standards during processing in order to determine eligibility for military service.

## USMEPCOM's Vision

America's elite source for military and federal employment screening

## USMEPCOM's Tagline

*"Opening Freedom's Front Door to You"*

## USMEPCOM's Vision Description

USMEPCOM has grown into America's elite source for military and federal employment screening. USMEPCOM is the authoritative source for initial electronic medical and personnel data. Through the breakthrough in pre-qualification of military applicants, USMEPCOM has moved from a qualifier role to a validator role for the All-Volunteer Force. USMEPCOM is the obvious choice for employment screening of military and civilian applicants because of its proven quality service. USMEPCOM has a flexible workforce shaped by customer needs that has established its reputation for outstanding employee and customer satisfaction.

## USMEPCOM's Values

USMEPCOM's values articulate how the Command expects its members to interact. The Command's values of ***Integrity, Teamwork, Service, and Respect*** outline the professional tenets for USMEPCOM's workforce. They present the core philosophy for how members are to approach their work, each other, and their customers, partners, and stakeholders.

**Integrity:** Integrity is non-negotiable. Our whole existence depends on impartial processing, professional competence, and customer trust.

**Teamwork:** We constantly evaluate and improve our processes by optimizing resources, being creative and innovative, promoting teamwork, and working in partnership with our customers, partners, and stakeholders.

**Service:** We take care of our customers as we would expect our families or ourselves to be treated.

**Respect:** We foster an environment of mutual respect with open and honest communications. We conduct ourselves with pride and hold ourselves accountable in the performance of our mission.

***DO WHAT'S RIGHT!***

## USMEPCOM's Goals and Descriptions

### 1. Flexible workforce shaped by customer needs (2015)

*A mission-focused workforce consisting of a dynamic blend of military, civilian, full-time, and part-time employees that support fluctuating mission requirements and who collectively possess a wide spectrum of skills and training. These employees address evolving current and future customer needs immediately and thoroughly by actively maintaining awareness of the changing environment. They are organizationally agile and operationally adaptable and adjust policies, procedures, and processes to meet customer needs accordingly. They support the regionally unique MEPS and establish a relevant, effective, and efficient organization.*

### 2. Authoritative source for initial electronic medical and personnel data (Virtual Lifetime Electronic Record (VLER)) (2016)

*An automated, efficient, certified database promoting transparent, inclusive, timely, and accurate dissemination of medical, biometric, conduct, aptitude, and personnel information. It provides accurate and complete data to initiate electronic personnel and health records that follow the applicants throughout their careers.*

### 3. Ability to assess applicant eligibility earlier in the process (2016)

*Pre-qualification is the ability to assess applicant eligibility prior to arriving at a MEPS. Use of authoritative source data provides an initial assessment for whether an applicant meets accession standards. This assessment will assist USMEPCOM personnel in determining applicant options for completing qualification requirements including tailored examination determination and examination location options. The ability to perform medical examinations and administer aptitude tests remotely as well as electronically access an applicant's health, educational, aptitudinal, and background information allows for pre-qualification before an applicant physically enters a MEPS. Only those preliminarily screened and found to meet standards are permitted to process unless the Service indicates a waiver is approved.*

### 4. Qualification/screening services expanded to other federal agencies (2017)

*As part of the effort to improve cost effectiveness of US Government operations, USMEPCOM offers a menu of employment screening services (i.e., behavioral health, physical, biometric, and conduct evaluations) to any federal agencies). USMEPCOM will determine employment eligibility based on the agencies' desired standards. USMEPCOM is more timely, efficient, and cost-effective than competitors. The Command's primary mission remains processing applicants for the Military Services. However, the mission expands to support other Federal agencies.*

5. Modular screening configurations in place Nationwide (2017)

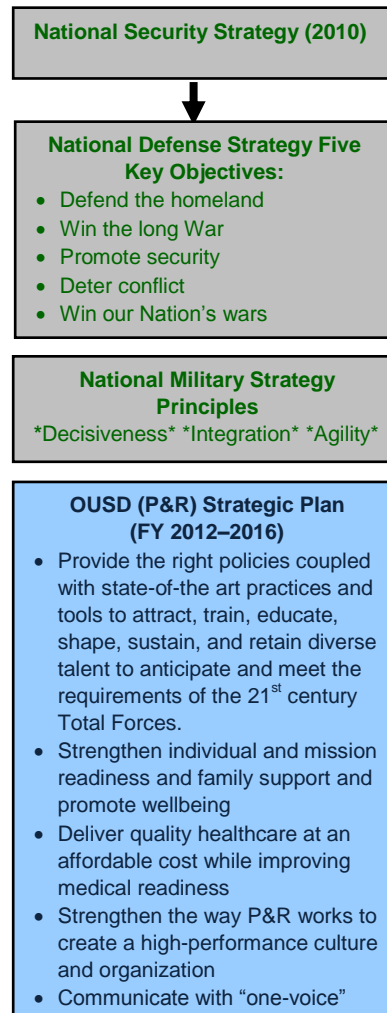
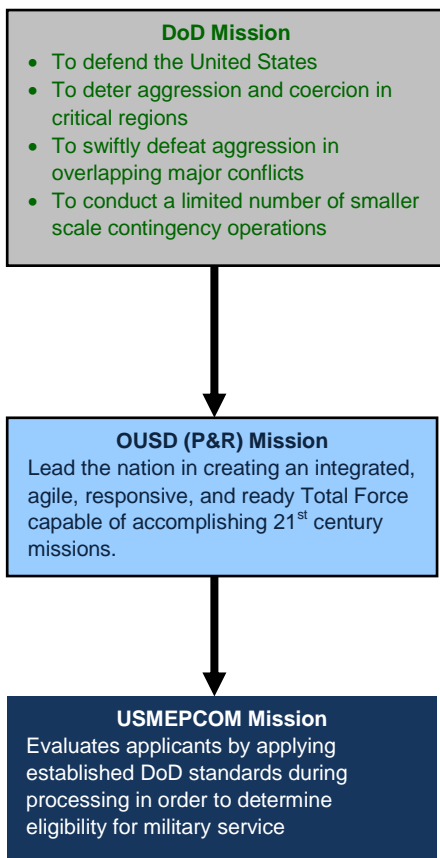
*Modular screening configurations (site size and location) provide alternative ways to process applicants and optimize USMEPCOM's assets based on evolving operating procedures, customer needs, and fiscal constraints. Configurations provide the ability to place various size operations in locations which are cost-effective and best-fitted for the mission in that area. Configurations may include sub-stations where accession density is low or mobile processing teams that visit areas on a recurring basis to conduct processing.*

# USMEPCOM's Strategic Alignment

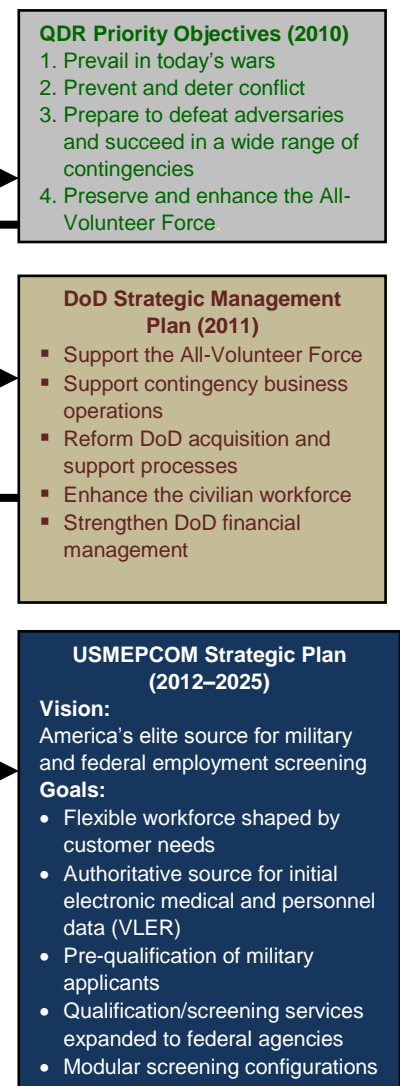
USMEPCOM is a strategic and critical asset within the military personnel accession system. USMEPCOM reports directly to the Deputy Assistant Secretary of Defense for Military Personnel Policy (DASD) (MPP) and serves as the accessor of men and women who are interested in serving in the Armed Forces—supporting its accession system partners, the Recruiting and Training Commands. To further support the overall accession system, USMEPCOM's established vision and goals align with the Office of Undersecretary of Defense for Personnel and Readiness (OUSD)(P&R) Strategic Plan and the DoD Strategic Management Plan.

USMEPCOM's alignment with its higher HQ strategic plans ensures collective focus on key strategic priorities of interest within that enterprise community. USMEPCOM is a partner in supporting and/or developing and implementing several of the Undersecretary of Defense (USD) (P&R) and the DoD Deputy Chief Management Officer (DCMO) initiatives assigned by the DoD Strategic Management Plan.

## Cascading DoD Missions



## Cascading Strategic Priorities/Plans





## Strategic Analysis

USMEPCOM's strategic analysis includes ensuring alignment with higher HQs' strategic plans and DoD directives and instructions. DoD Instruction (DoDI) 1136.08, Military Human Resource Records Lifecycle Management, stipulates that the USD P&R shall, "require the Commander, US Military Entrance Processing Command (USMEPCOM) to implement lifecycle management of accession data related to members. USMEPCOM is the authoritative source for accession records and data." The Department of Defense Directive (DODD) 1145.02E, stipulates that USMEPCOM shall provide medical and aptitude testing support to other federal agencies when approved by the DUSD, MPP. Electronic capture and quality assurance of accession data are among the key components identified in USMEPCOM's Strategic Plan enabling new initiatives including serving new customers.

USMEPCOM's strategic analysis also includes surveying and interviewing external customers, partners, and stakeholders. Based on the results, USMEPCOM's transformed operating model will be customer-focused with flexible processes and a competitive mindset. Customers, partners, and stakeholders want:

- Processing to be efficient, convenient, and seamless in a web-based environment that allows for "just-in-time" accessions to meet force manning needs
- Initial eligibility for military service to be determined electronically through partnerships with medical, law enforcement, and other systems to enable easier and more complete access to applicant processing data
- Better communication among those who deal with the front-end of personnel management to include a solid linkage between recruiters and trainers
- USMEPCOM to explore all means that will enable those results, particularly optimizing the use of technology

The fielding of such capabilities will enable USMEPCOM to expand its service offerings to non-military federal agencies and will improve the products and services offered to current customers.

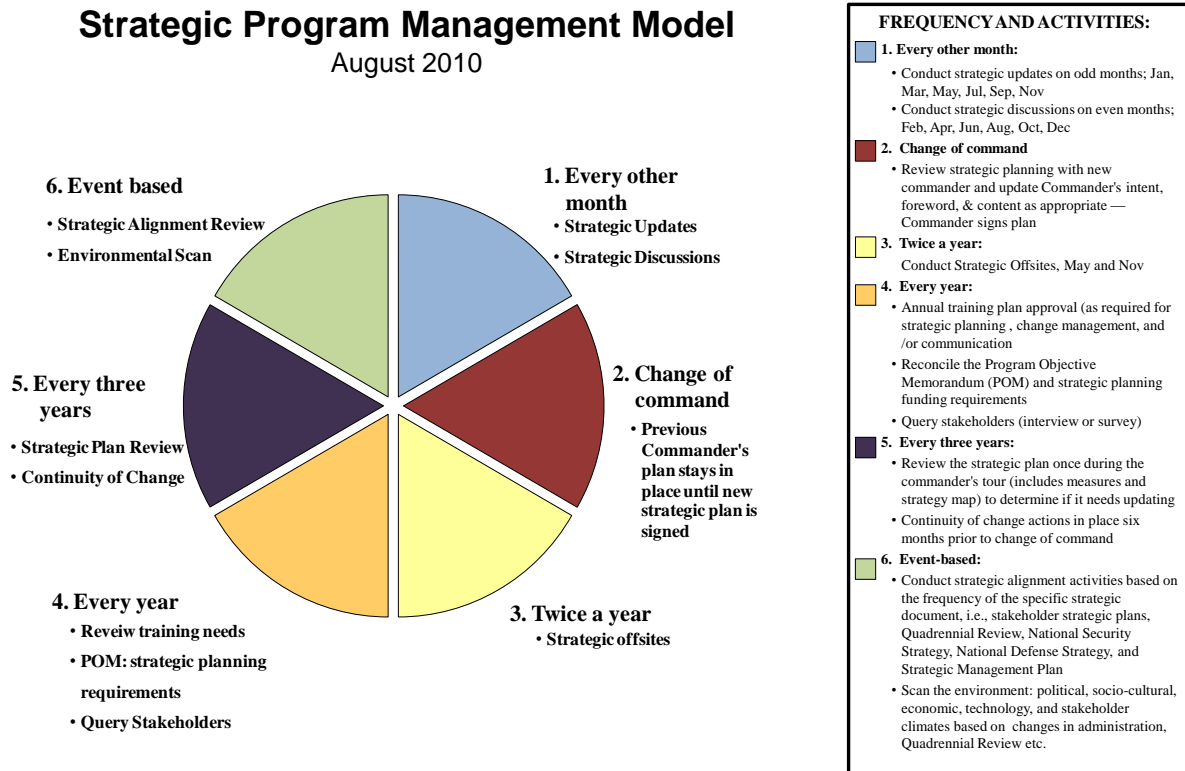
In addition to the external analysis, USMEPCOM's assessment of the current operating environment reveals the Command's current systems and business practices are outdated and unable to deliver the types of processing capabilities described above. Attributes of the current environment are detailed in the chart below.

<b>Current Environment</b>	
<b>USMEPCOM Integrated Resource System (USMIRS)</b> (FY 2011: over 3,000 end users)	<ul style="list-style-type: none"> <li>• Extensive time/expense to make any modifications to the system</li> <li>• Architecture is outdated due to lack of Information Technology (IT) capital investments; does not meet DoD mandated IT requirements</li> <li>• Architecture does not fully support USMEPCOM/recruiting planned changes or transformation</li> </ul>
<b>Paper &amp; Pencil/Computerized</b>	<ul style="list-style-type: none"> <li>• 100 percent of the Student Armed Services Vocational Aptitude Battery (ASVAB) tests are paper and pencil</li> <li>• 42 percent of the Enlistment ASVAB tests are paper and pencil</li> </ul>
<b>Applicant Testing</b> (FY 2011: 1.1+ million tests)	Significant costs to score, record, and report manually
<b>Medical Processes</b> (FY 2011: 310,000 exams)	<ul style="list-style-type: none"> <li>• Reliance on applicant self-disclosed medical history</li> <li>• Limited automated functionality</li> <li>• No interfaces with external medical information holders</li> <li>• No ability to initiate service member's lifetime health record</li> <li>• Limited outcome data for analysis and process improvement</li> <li>• No ability to integrate electronic medical devices</li> <li>• No online research and reference</li> </ul>

Through this strategic analysis, the Command established its new vision, which is the guiding force behind USMEPCOM's Strategic Plan. It sets out the road map for transformation. The vision requires USMEPCOM to continuously look at new required capabilities for entrance processing and future employment screening within USMEPCOM's core competency areas.

# Strategic Management and Governance

Strategic management is a discipline used to evaluate, monitor, and adjust the Command's strategy. USMEPCOM has instituted a rigorous process for ensuring the right people are given the time and responsibility for accomplishing strategic plan initiatives and that required resources are allocated. The USMEPCOM Strategic Program Management Model, shown below, establishes a repeatable process for strategic management. This strategic plan was generated due to event based changes identified through our environmental scan.



Strategic management must:

- take into account the external and internal factors
- identify, integrate, and formally state the vision, mission, values, and goals of the organization
- build upon and leverage the unique core competencies of the organization
- delineate, cascade, prioritize, and time-phase all significant actions required to achieve goals
- provide guidelines for the acquisition and allocation of the resources and skills required to execute the strategy at all organizational levels
- precede and efficiently link with the budgeting process
- provide a program for implementation, and
- measure progress and ability for changing the strategy over time.

USMEPCOM's Strategic Plan is the foundation that enables all of the above. The Plan will be reevaluated and revised as necessary

## Concept of Future Capabilities and Operations

Under USMEPCOM's current entrance processing paradigm, USMEPCOM employs its 65 Military Entrance Processing Stations (MEPS) and 427 Military Entrance Test (MET) sites located across the country to perform the required eligibility assessment. This process determines whether or not an applicant is qualified for Service—enlistment aptitude/special testing, administering a physical screening examination, and performing conduct assessments. Under the new military entrance processing environment, USMEPCOM's structure and processes will leverage technology to support its new capabilities:

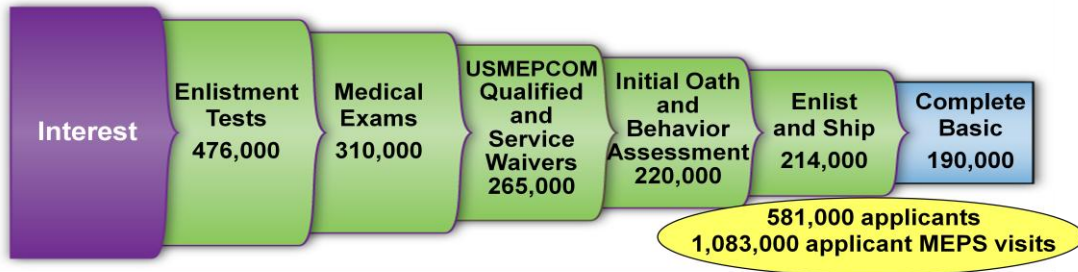
- Evaluate the applicant's existing medical and conduct information electronically via links to electronic medical information holder/health care provider and law enforcement databases
- Deliver enlistment test results online
- Review the applicant's enlistment test results online
- Conduct tailored physical screening examinations

The following chart outlines a 2011 baseline of processing and the future concept of operations for up-front eligibility validation. A modernized accession processing system is the key to increase employment screening efficiencies and expanding USMEPCOM's customer base.



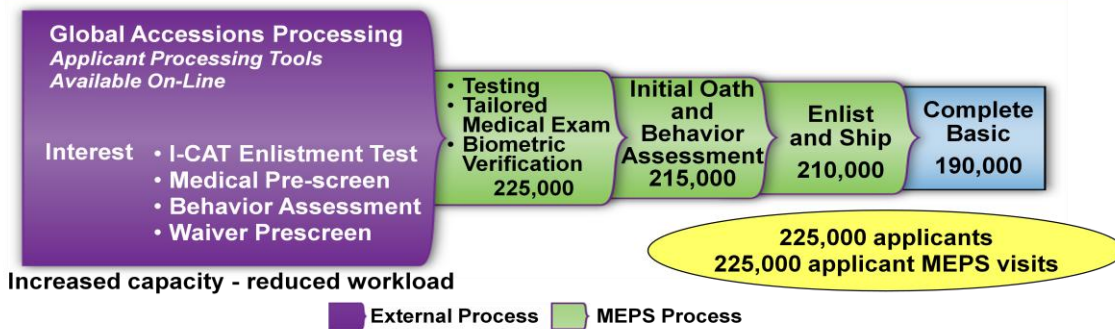
## CURRENT OPERATIONS Baseline Workload

Fiscal Year 2011 Processing Data



## FUTURE OPERATIONS

Projected Workload



## Future Processing Operations

### 2017 Overview

USMEPCOM has successfully implemented its modernized accession processing system. Data capture contributes to the creation of an electronic personnel and health record for each enlistee and will follow that individual throughout his/her military career and finally to the Veterans Affairs. Half of all applicants are pre-qualified prior to arriving at a MEPS, which has reduced the floor count required to generate an accession. By collecting applicant information in advance, there has also been a significant decrease in the number of applicant return visits to the MEPS.

An applicant has the ability to provide self-disclosed medical history information online through an adaptive, symptoms-based questionnaire prior to arriving at a MEPS. Eligible applicants experience reduced wait time due to scheduled appointments. By tracking the progress of each applicant, greater visibility regarding the applicant's status is afforded the applicant, MEPS personnel, as well as the sponsor.

The medical examination process is accomplished through: (1) medical pre-qualification, (2) tailored medical examinations; and (3) medical qualification. Medical pre-qualification is accomplished by USMEPCOM (Government). Interfaces to electronic medical information holders, accession partners, and medical providers enable the medical examination process. Medical tests and consults are accomplished using a distributed network of traditional MEPS, closer to home MTFs, or contracted specialists. By the end of the same day, 95 percent of applicants and their recruiters know whether or not the applicant meets medical standards for military service. With past medical history now available for some applicants through electronic databases, the Services are finding a reduction in attrition for what had been previously undiscovered and undisclosed medical conditions.

USMEPCOM continues to serve its traditional military customers, but also offer employment screening to Federal Agencies other than the Department of Defense. To attract new customers, USMEPCOM is an organization capable of delivering competitive services that meet or exceed customer needs.

USMEPCOM has improved human capital management business practices. The successful personnel transformation was achieved through implementation of innovative civilian personnel programs that leverage the talents and capabilities of all personnel, examine and test new and original ideas regarding training policies, and adopt industry workforce best practices to advance USMEPCOM's culture.

Centralized customer service is provided for operational, and most support functions to the MEPS through the Enlistment Processing Support Center (EPSC). Centralized and standardized MEPS training material is also available through the EPSC and HQ Training Division via a web-based learning management system.

## **2020 Overview**

USMEPCOM validates rather than qualifies applicants. Command and control has been transferred from Sectors to BNs. Location of processing centers is determined by economic and demographic factors. Services have been expanded to non-military federal agencies.

Access to all relevant medical, security, and law enforcement databases has been obtained. This information is placed into an authoritative system. Applicants self-disclose medical history online through a symptoms-based questionnaire. USMEPCOM's system compiles medical information into a single usable document. Tailored medical examinations can be performed by medical screening centers, contracted medical practitioners, or DoD/government related medical practitioners. Whoever performs the exam accesses the applicant's information in the USMEPCOM system and records the results. If sufficient medical history is present, the applicant can be qualified without a physical exam.

Student tests are administered throughout the school year by counselors. Testing is completely web-based utilizing a mix of proctored and un-proctored tests. Other aptitude and non-cognitive tests have been developed.

Customized asymmetric processing is in place with the majority of steps being completed by appointment. Recruiters pre-qualify applicants via data mining and the Internet. The military oath is administered in a more modern and convenient way. The overall goal for processing is to close the contract on first contact.

## **2025 Overview**

USMEPCOM virtually interfaces with applicants and validates qualification data. Any kind of data is exchanged anytime and anywhere and is predominantly digital, virtual, and asymmetric. USMEPCOM has eliminated its reliance on fixed "brick and mortar" locations and has leveraged the ability to maintain, analyze, and exchange data for added value and accuracy. Education databases have been added to USMEPCOM's system. Processing is location independent, predominately occurring virtually. Processing can be initiated by applicants from home computers or by recruiters. The majority of tests are un-proctored; multilingual and non-cognitive tests have been introduced. Applicants that require medical screening can go to any doctor for a physical examination and high-speed data connections provide rapid information for decision making. Training centers have the ability to retrieve and review applicant data and test results prior to the new recruits' physical arrival on-site.

## Conclusion

USMEPCOM's customers, partners, stakeholders, leaders, and employees are the drive and inspiration behind the Strategic Plan. The visions, goals, and strategies described in the Strategic Plan must be activated through engagement, involvement, collaboration, and dedication. Those who choose to serve this great country deserve the best; effective and efficient business practices can give them that. This Strategic Plan gives direction to achieving that ideal. For many, USMEPCOM is the first doorway encountered when entering public service. This strategic plan acknowledges the special trust and responsibility given to those who labor at "Freedom's Front Door."



## Introduction to Appendices

To “operationalize” USMEPCOM’s strategic direction, concepts that include pictorials have been developed to describe how USMEPCOM envisions accomplishing the qualification process for the military applicants in the years 2017, 2020, and 2025. The concepts and depictions that follow in Appendices A, B, and C not only provide descriptions of future applicant processing, but also articulate the new results being sought. For 2017, the pictorial is accompanied by a concept overview and a more detailed view of the 2017 vision. For 2020 and 2025, the pictorials are accompanied by highlights of those planning horizons. The concept overview is a planning tool and it does not precisely define the future because many facets of future business activities are not always known.

# Appendix A

## 2017 Concept

Tomorrow . . . 2017

### High-Tech MEPS/Remote Sites—Up-front Pre-Qualification



#### Electronic Check-In and Tracking

- Facilitated by biometrics
- Verification and enrollment
- Applicant self-processing
- Index print



#### e-Testing

Expanded opportunities for ASVAB testing at various locations



#### Conduct Check

- 10 prints
- Office of Personnel Management



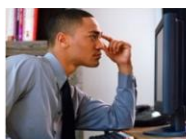
#### Pre-Enlistment Interview

Automated



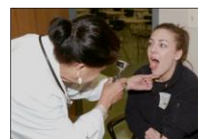
#### e-Prescreening History

Results fed directly to database



#### Qualification/Informatics

Medical Practitioner reviews information and results from system; available for trend analysis.



#### Medical Exam

Results recorded electronically and fed to main database.



#### Electronic Contract

e-Signature/Biometric Signature; all paperwork in electronic format.



#### Oath

Applicants take oath of enlistment.



#### Electronic Orders and Tickets

Automated system interfacing with travel agencies.

#### Personnel Visibility

Official record uploaded to:

- Defense Integrated Military Human Resource System (DIMHRS)
- Armed Forces Health Longitudinal Technology Application (AHLTA)
- Veterans Health Information Systems and Technology Architecture (Vista)
- Veterans Administration (VA)
- Defense Manpower Data Center (DMDC)
- "EXPECT" report sent to Reception Centers/Training Bases

#### Impact

- Reduce accession processing costs
- Reduce attrition
- Improve data quality
- Initiate Electronic Health Record
- Enable business process flexibility, adaptability, and scalability
- Enhance data exchange across DoD

#### Moving Away From

Paper-based process  
Reactionary management  
Linear MEPS processes  
Significant applicant time at the MEPS

#### USMEPCOM Role:

- Responsible for determining whether applicants meet established standards

- Interface directly with the applicant (majority of processing is still handled by MEPS personnel)
- Lay groundwork to effectively share enlistment processing with recruiters
- Increase collaboration with reception/training centers
- Authoritative source for all accession data
- Position as information broker by conducting more in-depth analysis at all levels of command

#### **Organizational Structure:**

- HQ in North Chicago, Illinois
- Two Sectors collocated with HQ
- Battalion (BN) HQ and MEPS will be the operational center of gravity
- High-tech MEPS organized in BNs; one HQ on-site prototype virtual MEPS
- One or more MEPS will restructure on or about 2015

#### **Staffing:**

- EPSC support MEPS and the general public.
- Information technology personnel have the knowledge, skills, and abilities (KSAs) to perform data administration and management, data warehouse management, general IT support, Software Development Lifecycle (SDLC) support, and IT architecture design and support.
- Increased numbers of medical personnel have the KSAs to execute the USMEPCOM Medical Program.
- HQ personnel have the KSAs to perform advanced longitudinal analysis, data mining and analysis, command-wide performance assessment, modeling and simulations, and studies and analysis.
- BN Commanders are stand alone; they do not command a MEPS.
- BN Commands have:
  - military jurisdiction in accordance with the Uniform Code of Military Justice (UCMJ) and Manual for Courts-Martial
  - promotion authority
  - authority to issue awards, and
  - authority to rate subordinate MEPS Commanders.
- BN Commands provide:
  - testing support
  - medical administration/operational support
  - resource management support, and
  - high-quality customer service support to subordinate commands.

#### **Information Technology:**

- Centralized customer service offers operational, and most support, functions to the MEPS. The help function provides direct support from the desktop to the MEPS personnel.
- The IT infrastructure is built in compliance with all regulatory controls and best business practices for data sharing and is **Health Insurance Portability and Accountability Act (HIPAA)** and Privacy Information Act (PIA) compliant.
- High-tech MEPS have high speed local and wide area networks. They rely on an updated Recruiting Service Network (RSN) or some other accession network.
- External agencies have high-speed data connections.

- The computing environment consists of a virtualized environment, i.e., desktop, server, mobile devices, etc.
- There is highly decentralized computing with a large emphasis on mobile hardware and applications.
- As our cyber foes become ever more aggressive, there is an increased emphasis on Information Assurance.
- There is additional bandwidth.
- USMEPCOM maintains a data warehouse and an Electronic Records Management system.

#### **Culture:**

- Government and industry best practices are promulgated throughout all levels of Command.
- Innovative civilian personnel programs are in place that leverage the talents and capabilities of all personnel, examine and test new and original ideas regarding training policies, and adopt industry workforce best practices to advance USMEPCOM's culture.
- Rewards, recognition and personnel evaluations are based on measured job performance, teamwork, risk taking, innovation, and encouraging others.
- USMEPCOM is customer-centered and focused on future learning.
- Change management practices are integrated into all aspects of the Command's plans and operations.
- Open and honest communication is pervasive throughout the Command in order to create awareness, understanding, and buy-in.
- Tech savvy business users utilize a Service Desk knowledge base to provide self-help IT service for Tier 1 support.
- IT technical staff consists of Solutions Provider, data integration, security, and mobile application architects.

#### **Training:**

- A clear training strategy supports KSAs.
- Majority of training is managed and delivered through a web-based learning management system.
- There are funding challenges to meet all training requirements with the highest priority to fund the training necessary to meet job requirements by identifying gaps between job requirements and KSAs. Another funding priority is training for career progression/development.
- The Command has a training plan in place that best prepares employees for transition and emergent capabilities. The plan specifies what courses personnel need to take to be prepared to operate under the new operating model and position employees for possible employment after the transition.
- Centralized and standardized MEPS training is hosted by the EPSC and the Training Division.

## **2017 Detailed Concept**

By 2017, the following environment is expected to be in place. The operational environment provides more detail about how applicant processing will be conducted in the future. Operational changes and improvements will take place at various times through the year 2017.

The primary goal for the future of applicant processing is to provide a more flexible, agile, and adaptable processing environment with improved support for each of USMEPCOM's stakeholders (e.g., Recruiting Services, Applicants, Service Medical Waiver Review Authorities (SMWRAs), Training Bases/Reception Centers, Personnel Commands, the Military Health Community, and the Veterans Affairs). In a constantly changing world, it is important to provide a processing environment that can easily adapt to scenarios impacted by changing economic conditions, national military strategies, DoD accession policies and standards, service recruiting goals, applicant interest in Military service, and attributes of individuals applying to the military (e.g., age, fitness, education).

The functionality provided by a modernized applicant processing system will be key to meeting this goal. It lays the ground work to effectively share applicant processing activities, e.g., aptitude testing, biometric capture, and conduct checks with recruiters and applicants. It establishes a secure environment to electronically capture and share applicant and enlistment data with the Service personnel and medical systems. Through USMEPCOM's modernized accession processing system, there will be single data entry and paper processing will be significantly reduced. Applicant processing currently depends upon data and information captured on paper forms or presented in other documents. A significant portion of the data and information available is self-disclosed by the applicant. This makes it much more difficult to share information among locations and ensure that appropriate information has been disclosed. By capturing and having more applicant data available to review electronically, and by increasing the sources for capturing information about an applicant's conduct and medical history, USMEPCOM can more effectively pre-qualify applicants in advance of an applicant's initial visit to a MEPS. The MEPS visit will primarily be used to validate the pre-qualification data. This enables USMEPCOM to shift from location specific processing to offering additional processing options. For example, recruiters will have the ability to perform electronic conduct checks instead of physically visiting police stations, and other physical locations, to obtain conduct information about an applicant; applicants will have more options for where they can take the enlistment ASVAB test; initial physical screening examinations and tests or consult exams may be performed by medical providers closer to an applicant's residence; or an applicant may ship out to the training center without another MEPS visit. USMEPCOM will also have the capability to leverage personnel resources with specific skill sets across the Command. For example, it will be easier for MEPS physicians with a cardiac specialty to consult on an applicant's potential cardiac issues regardless of the processing location. Initial review(s) of an applicant's medical history will no longer be tied to the MEPS where the applicant receives the physical screening examination.

Several of these changes will be seen by 2017. Recruiters will have more tools available to them to screen applicants prior to scheduling them for more formal processing (e.g., the physical screening examination). Personal data, that may have been initially captured in the Service's Recruiting System, can be seamlessly transmitted to USMEPCOM's system. This data may also be input directly into or updated in USMEPCOM's system by the applicant or recruiter. Sufficient applicant personal data and required authorizations will be captured electronically to support identity verification, employment eligibility, electronic conduct checks, and medical history checks. Recruiters will use a more robust biometric to enroll the applicant to verify the applicant's identity/eligibility to work, sign required documents and authorization, and track the applicant through all phases of application process. Once an applicant is enrolled and employment eligibility and identity have been verified, the recruiter may schedule an ASVAB test, request an electronic conduct check, request a medical history check, and/or have the applicant complete an electronic, adaptive, symptoms-based medical history questionnaire online. USMEPCOM's modernized accession processing system will initially provide the flexibility for the recruiter to choose the order in which these events occur. USMEPCOM will work with Recruiting Services to prepare a business case to determine the operational and/or cost-effectiveness of performing these events in a particular order. The system will be flexible to support changes in business rules associated with event scheduling.

#### **Aptitude Testing:**

All aptitude testing will be proctored (enlistment, student, and special tests). Applicants will have choices for where they can take the Enlistment or Student ASVAB test. The testing location and time will be determined by what is most convenient for the recruiter's/applicant's schedule.

USMEPCOM will offer the Student ASVAB at local high schools and educational facilities. A web-enabled version of the test will be offered at sites that have sufficient computer resources. Student paper and pencil tests will be offered at schools that cannot support the web-based version. Applicants who have taken the Student ASVAB within the past 2 years and received a qualified score will not have to retest with the Enlistment ASVAB.

Enlistment tests will be available at various locations (e.g., MET sites and education centers) in addition to the MEPS and will be presented online/via the web. All Enlistment testing outside the MEPS will be web-enabled. Some of the Special Tests will also be available at the various testing locations. However, most Special Tests are administered at the MEPS and are not web-enabled. All enlistment testing will be proctored by military members, government employees, or employees at public testing facilities such as, community colleges or other professional learning centers.

All Services will be provided with Student Test scores electronically. The Service Sponsor will receive electronic notification of test scores for Enlistment ASVAB tests.

USMEPCOM will offer expanded testing opportunities to other federal agencies who are interested in receiving this type of service.

**Conduct Screening:**

Recruiters may request conduct checks (e.g., credit checks, court record checks, finger print checks, etc.) electronically through USMEPCOM's modernized accession processing system. Recruiters will have access to and receive responses to these checks electronically. The recruiter can flag the applicant's record if the information received stops further processing of that applicant for that Service.

**Medical Screening:**

An electronic check of medical history records will be performed for each applicant following identity verification and biometric enrollment. The applicant will have biometrically signed all authorizations electronically to authorize the release of medical information. Noting that electronic health record systems and organizations compiling individual electronic medical/health records for distribution and review are still in their infancy, the robustness of these checks will evolve over time. Initially checks will be performed with DoD Military Health and Veterans Administration systems, Social Security Administration (SSA) databases, and other federal or state databases (e.g., Workman's Comp and Medicaid). Checks will be conducted with Regional Health Information Organizations (RHIOs) and Health Information Exchanges (HIEs) as their systems mature and records become available.

Additional medical history data will be captured when the applicant completes an online, adaptive, symptoms-based medical history questionnaire. This questionnaire will be accessible via the Internet so it may be completed at home where the applicant can speak with family members and examine personal health records to document health events and specific medical conditions. The applicant will have the option of reviewing and updating answers prior to submitting the completed questionnaire. The applicant may be asked to provide additional documentation related to a specific condition or to support the answer to a specific question. USMEPCOM's modernized accession processing system will provide the capability to upload this documentation and associate it with the applicant's record. If the applicant does not have the capability to scan the documentation at home, documents may be scanned and uploaded at the Recruiting Station.

Questions regarding the association of health records to a specific applicant (e.g., ensuring that the health records received for John J Smith are the records for applicant John J Smith) will be addressed/arbitrated by medical staff at the USMEPCOM BN level. Health records will be stored in a database queue until the BN medical staff accepts the records, at which point they will be moved from the queue and stored as part of the applicant's record.

The BN medical staff will also be responsible for prioritizing and assigning work associated with medical history reviews. MEPS medical staff (e.g., physician assistants, health technicians, and nurse practitioners) will perform the work associated with reviewing the applicant's medical history and performing an initial assessment based on health records

obtained through the medical history check(s) and on any self-disclosed information provided in response to the medical history questionnaire. BN medical staff will review the initial assessment and be responsible for the quality of the review process. Recruiters will be notified with the outcome of the initial medical assessment. If the applicant pre-qualifies, the recruiter may conditionally qualify the applicant for the Delayed Entry Program (DEP) and schedule the applicant for a medical exam. If the applicant is cleared for further processing, the BN medical staff will determine where the applicant will be scheduled for the medical exam (e.g., at a specific MEPS, a Military Treatment Facility (MTF), or with a remote provider) and the recruiter will be notified.

Some applicants may be identified as having potential medical issues that could require a waiver in order to enlist. The appropriate SMWRA will have access to the applicant's records electronically for review. SMWRA responses will be captured in USMEPCOM's modernized accession processing system and accessible by the Services and USMEPCOM staff.

### **Scheduling a Medical exam:**

Applicants for whom employment eligibility and identity have been verified, whose conduct has been assessed and cleared by the sponsor, who have a qualified ASVAB score, and who have been cleared medically for further processing, may be scheduled for a medical exam. In some cases, the applicant may not yet have an ASVAB score and may be scheduled to take the test as part of other planned processing at a MEPS. If the applicant will be taking an ASVAB or other Enlistment tests at a MEPS and/or receiving a medical exam at a MEPS, the applicant will be scheduled for these events through USMEPCOM's system.

Recruiters will be able to schedule and verify appointments through USMEPCOM's modernized accession processing system. The applicant will electronically check in to the facility upon arrival and will also check in/out of each subsequent section/substation. This will allow sponsors and MEPS staff to track the applicant's location and status. This information will also be used to provide greater visibility into the MEPS process and can be used to evaluate process improvement initiatives or address workflow issues as they occur.

The goal for 2017 is to have 50 percent of the applicants who are scheduled for medical exam processing pre-qualified before their arrival. By the end of the processing day, 95 percent of the applicants and their recruiters know their qualification status.

### **Medical Processing:**

Applicants will either receive a medical exam<sup>1</sup> at a single location (a MEPS, MTF, or at a remote provider's location) or they may be required to visit multiple locations if the remote providers in their area are not co-located (e.g., they may need to visit a physician for their physical screening exam, a lab to provide blood/urine for lab tests, an ophthalmologist for the vision test, etc). By 2017, USMEPCOM's modernized accession processing system will

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<sup>1</sup> Documentation of vitals, height/weight, hearing tests, vision tests, lab tests, a face-to-face history review, physician's exam, and other tests as required.



support the capture of exam/test results regardless of the location where the exam/test was performed. Exam data captured at a MEPS will be input directly into USMEPCOM's system. MEPS medical staff will have access to equipment/tools that will facilitate this input (e.g., microphones and voice recognition software and pick lists or drop down tables). Where feasible, test results that can be captured electronically by the medical test equipment will be captured directly in USMEPCOM's modernized accession processing system.

Applicants may require consult exams or Special Tests based on a specific condition or circumstance. These exams or tests may be performed at a MEPS, an MTF, or a remote provider location. Results from these consults and tests will be captured electronically in USMEPCOM's modernized accession processing system for inclusion in the applicant's overall medical assessment.

Regardless of where the applicant received the medical exam, USMEPCOM retains the responsibility to assess the applicant's medical and health status against standards. If the applicant received the medical exam at a MEPS, the assessment may be made at that MEPS by the Chief Medical Officer (CMO)/Assistant Chief Medical Officer (ACMO), although the assessment could be made by another USMEPCOM physician based on workload or specialty. If the applicant received the medical exam at an MTF or by a remote provider, the assessment will be performed by a MEPS CMO. BN medical staff will be responsible for assigning the assessment workload and determining who will review which applicant's records. Assessments may be assigned based on availability and/or specialty.

USMEPCOM's modernized accession processing system will provide tools to support the assessment process. Medical history, exam, test, and consult data will be available electronically for review. Information can be correlated based on body system or condition and mapped to standards. Potential issues will be flagged. Reference materials and standards will be available online. Electronic access to applicant records facilitates collaboration between reviewers.

As in the medical pre-screen process, some applicants may be identified as having potential medical issues that could require a waiver in order to enlist. The appropriate SMWRA will have access to the applicant's records electronically for review. SMWRA responses will be captured in USMEPCOM's modernized accession processing system and accessible by the Services and USMEPCOM staff.

The Service Sponsor will be notified whether the applicant is cleared for further processing, has a medical issue that would require a waiver to continue processing, or if additional exams or tests are required prior to further processing.

By 2017, USMEPCOM will have conducted pilot tests to assess locations and identify conditions in which it is more operationally and/or cost-effective to schedule exams, tests, or consults at a MEPS, an MTF, or remote provider location(s). Recruiters and applicants may have more options available to them based on the outcome of these pilots and assessments.

**Enlistment Processing:**

The majority of enlistment processing will continue to be handled by the MEPS. Applicants will continue to make at least one visit to the MEPS to enlist. Enlistment activities include verifying the enlistment contract with the applicant, providing the applicant with a final opportunity to disclose any information that could impact their ability to serve in the Military (Pre-Enlistment Interview or Pre-Accession Interview (PEI/PAI)), capturing and submitting the applicants fingerprints for security clearance processing, ensuring that the applicant has read/acknowledged the Military Protocols and Provisions, providing the Oath of Enlistment, and accepting the signed contract. The PEI/PAI process will be updated to include an adaptive questionnaire. The DEP/Accession oath may be administered by an officer, either face-to-face or virtually. Guidance counselor functions can be performed face-to-face or virtually at the MEPS or done outside of the MEPS. Applicants that sign (DEP) contracts will return home until their formal enlistment date.

**Shipping:**

Shipping may take place from a MEPS, MEPS Substation<sup>2</sup>, or hometown. The MEPS will coordinate travel arrangements for applicants that will be going directly from the MEPS to their respective duty stations.

Applicants that entered the DEP currently return to the MEPS for a medical inspection exam,<sup>3</sup> to sign the enlistment contract, and to ship out to their duty station. By 2017, USMEPCOM's modernized accession processing system will support the capability to capture the inspection exam and enlistment data remotely, supporting the Hometown Shipping (HTS) concept. This opens up the option for enlistees to ship out from their local Recruiting BN, Company, or Station office. HTS is an optional business model for all Services.

**Data Exchange:**

By 2017, USMEPCOM's modernized accession processing system will provide the capability to capture all data used for applicant processing electronically, expanding the types of and amount of personal, accession, and medical data available on each applicant or enlistee. Communication protocols will be in place and will allow the transfer of accession-related data to the Defense Manpower Data Center (DMDC) and Service Integrated Pay and Personnel Systems (IPPS) for use in establishing the personnel record for all applicants who enlist. Medical data electronically captured will be shared with the Military Health System to initiate enlistees' electronic medical records. A feedback loop will be in place between USMEPCOM and the Services to capture discharge data for use in enhancing accession processes and quality improvement programs.

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<sup>2</sup> A local branch office of a traditional *parent* MEPS

<sup>3</sup> Documentation of height/weight and completing a general health interview

## Appendix B

### 2020 Concept

### Future . . . 2020 Asymmetrical Processes

#### Applicant Role

- Individual initiates "anytime, anywhere" process
  - Internet access
- Fills out application
  - ♦ Medical history questionnaire
  - ♦ Take ASVAB at various locations
- Receives
  - ♦ Test scores
  - ♦ Qualification status
  - ♦ Best fit career fields
- Searches for job opportunities



#### Recruiter Role

- Recruiter may initiate process via internet
- Recruiter meets with the prospect
  - ♦ Captures biometric
  - ♦ Sets up medical practitioner appointment/consult if needed
  - ♦ Negotiates job selection and signing bonuses
  - ♦ Schedules date for entry to training
  - ♦ Contract e-signed pending medical results
- Medical qualification confirmed, DEP-in/Ship
- Ability to monitor the qualification process

#### USMEPCOM Validation

- Interface with applicant
- Database access to collect and maintain all accession data
  - ♦ Medical providers
  - ♦ Insurance providers
  - ♦ Criminal
  - ♦ Security
  - ♦ Social Security Administration
  - ♦ US Citizenship and Immigration Services
- Data mining capability
- "Validates" pre-qualification data

#### USMEPCOM Medical

- Measure against Service standards
- Schedule consults based on previous medical history collected in databases
- Physical examination performed by medical practitioner
  - ♦ Hometown
  - ♦ USMEPCOM
- Online scheduling system for physicals and consults

#### Reception Centers/Training Commands

- Confirm medical results
- Perform other required tests
- Retrieve electronic record for Trainee's records
- Update electronic record to permanent duty station, returned and updated throughout time in Service/career



#### Expected Results

- Timely validation of recruit qualifications
- Significantly reduced down-time/travel time
- Sophisticated data mining of medical, insurance, security, and criminal data
- Contract closed upon first contact
- Official electronic health and personnel service member record

## 2020 Highlights

### **USMEPCOM's Role:**

- Continues to ensure quality of accessions
- Still in the business of interfacing with the applicant
- Validates pre-qualification data (moving from qualifier to validator role)
- Transitioning to information broker (a processing data warehouse with a significant amount of data exchange and analysis capability)
- Has obtained access to all of the needed medical, security, and law enforcement databases available
- Acquires, maintains, and distributes all accession data and gathers, validates, and manipulates all relevant accession data
- Provides applicant qualification measurement systems for process outcomes, prediction, forecasting, resourcing, management, etc.
- Authoritative source for initial electronic medical and personnel record
- Student testing accomplished through counselor administered exams available throughout the school year
- Reduced processing role
- Increased quality control/quality assurance role
- Fee for services for all federal agency employment screenings (pre-hiring actions for medical, aptitude, and conduct checks)
- Authoritative system for all DoD accession data (officers, academies, and ROTC)
- Fee for services for *aptitude testing, physicals, conduct checks (DoD Medical Examination Review Board (DODMERB), academies, cadet commands)*—requires movement to DoD executive agency for direct funding from DoD with other funding from specific agencies

### **Organizational Structure:**

- Multiple delivery venues nationwide based on regional technology, data maturity, and customer needs
- Bridge to 2020
  - Modular, agile, processing provides flexibility to do processing in various processing center configurations; eliminate reliance on 65 fixed based locations; lean toward medical treatment facilities/reception and training centers to supplement medical, testing, and screening.
  - There is a virtual footprint in case of national emergency or mobilization (cloud database)
- Transition command and control from sectors to BNs
- Fully staffed BNs
- Right-sized military and civilian headcount at all levels (may require new skills and/or higher grades)
- Three ways of delivering business: xx% of stations, xx% of remote locations, and xx% of medical treatment facilities
- Increased efficiency leads to increased capacity
- Economic and demographic factors determine location
- HQ/BN/MEPS perform more quality assurance
- Improved compatibility and accessibility with other HR systems

**Processing:**

- Either self-initiated or recruiter-initiated with majority of processing being done by appointment
- Asymmetric processing—provide processing and various locations
- Capability to deliver services in a more customized fashion
- Biometrics authentication of applicants
- Administer military oath in a more modern and convenient way
- Pre-qualification done by recruiters via data mining
- Goal to close the contract on first contact—recruiter has tools and is empowered
  - Has the electronic file of applicant's data (ASVAB test scores, medical test results, medical history and medical risk assessment results, and law enforcement background search results)
  - Administers and proctors verification test
  - Makes appointment with approved medical practitioner based on tailored medical examination options
  - Searches for a job (asking what the individual is interested in and where he/she would like to be stationed)
  - Searches for date to enter training
  - Gets e-ticket
  - Tells the individual his/her bonus signing options
  - Gets him/her to sign contract pending result of physical screening examination
- Expanded services to non-military federal agencies that recruit and qualify candidates, i.e., Federal Bureau of Investigation (FBI), Transportation Security Agency (TSA), Customs and Border Protection (CBP), etc.
- 95 percent of applicants pre-qualify via Internet (except human immunodeficiency virus/drug and alcohol testing (HIV/DAT) which is contracted out)
- Combine functions with military federal agencies that recruit and qualify candidates, i.e., DODMERB

**Testing:**

- Completely web-based—mix of proctored and un-proctored tests (use of virtual proctoring) to ensure test score validity
- Verification test administered and proctored by recruiter/MEPS
- Other non-cognitive tests developed
- Additional aptitude test developed

**Medical:**

- The applicant authorizes USMEPCOM to request medical data and records online from electronic medical information holders.
- Using applicant personal demographic data, USMEPCOM obtains objective medical data through interfaces with government and non-government databases to include medication data, insurance claim data, pharmacy beneficiary data, government medical services data, etc.
- Using applicant personal demographic data, USMEPCOM navigates the National Health Information Network to obtain medical treatment records from electronic medical information holders, thus saving sponsor time in obtaining paper records. BN personnel arbitrate applicant identification prior to USMEPCOM accepting electronic health records.

- The applicant provides self-disclosed medical history online via an adaptive symptoms-based medical questionnaire.
- USMEPCOM's electronic medical expert tool synthesizes/analyzes medical data (both self-disclosed and non-self-disclosed) into useable formats/summaries for BN pre-qualification staff use.
- BN medical staff determines tailored medical examination requirements for each applicant and provides approved options to the applicant and recruiter. The BN medical staff documents any examination focus areas for the eventual physical examination provider.
- The applicant does not have to go to a MEPS for a tailored medical examination. Options allowed for an individual applicant (based on their medical history) include a medical screening center, a contracted medical practitioner who is part of the military physician network, or any DoD or government related medical practitioner. The applicant's electronic medical examination information is queued for the provider to access within the USMEPCOM system. Physical examination results are captured by providers in the USMEPCOM system.
- Required consults are available through a distributed network of contract providers within an applicant's local community when possible.
- HQ/BN/MEPS medical staffs determine whether an applicant does or does not meet medical standards and provides a medical risk assessment to the applicant's Sponsor. Sponsor medical authorities determine the final decision on the applicant's medical fitness for Service.
- The applicant's behavioral health assessment includes *whole person* data, such as, conduct, credit history, testing, and other data.
- Participating labs and providers with access to the applicant processing system use biometric positive identification for applicants processing at their facilities.
- The tailored medical examination concept includes the option for USMEPCOM to recommend to the Sponsor that a sufficient medical history exists to access the applicant without a physical screening examination (just medical tests). An example is active duty dependents with a complete medical history documented in their dependent health record; the applicant would complete tests with a military facility. The remainder of the physical is done at boot camp.
- Medically review applicants as they arrive at reception/training centers.
- Obtain robust feedback from reception/training centers for data-driven decision making (more than EPTS).
- BN medical staffs are USMEPCOM "hubs" for ensuring the quality of medical processes in their Area of Responsibility. This includes contract management quality, surveillance of vendor providers, and the "mentors" for MEPS/MTF to ensure DoD accession medical policy is met (which is to eliminate inconsistencies and inequities based on the location of the examination).
- This ensures DoD accession medical policy is met, which is to eliminate inconsistencies and inequities based on the location of the examination.

#### **Information Technology:**

- USMEPCOM's processing system houses all accession data.
- Algorithms correlate medical, law enforcement, and other needed databases.
- USMEPCOM has a high-speed, flexible, and secure network.
- There are high-speed connections to all databases.

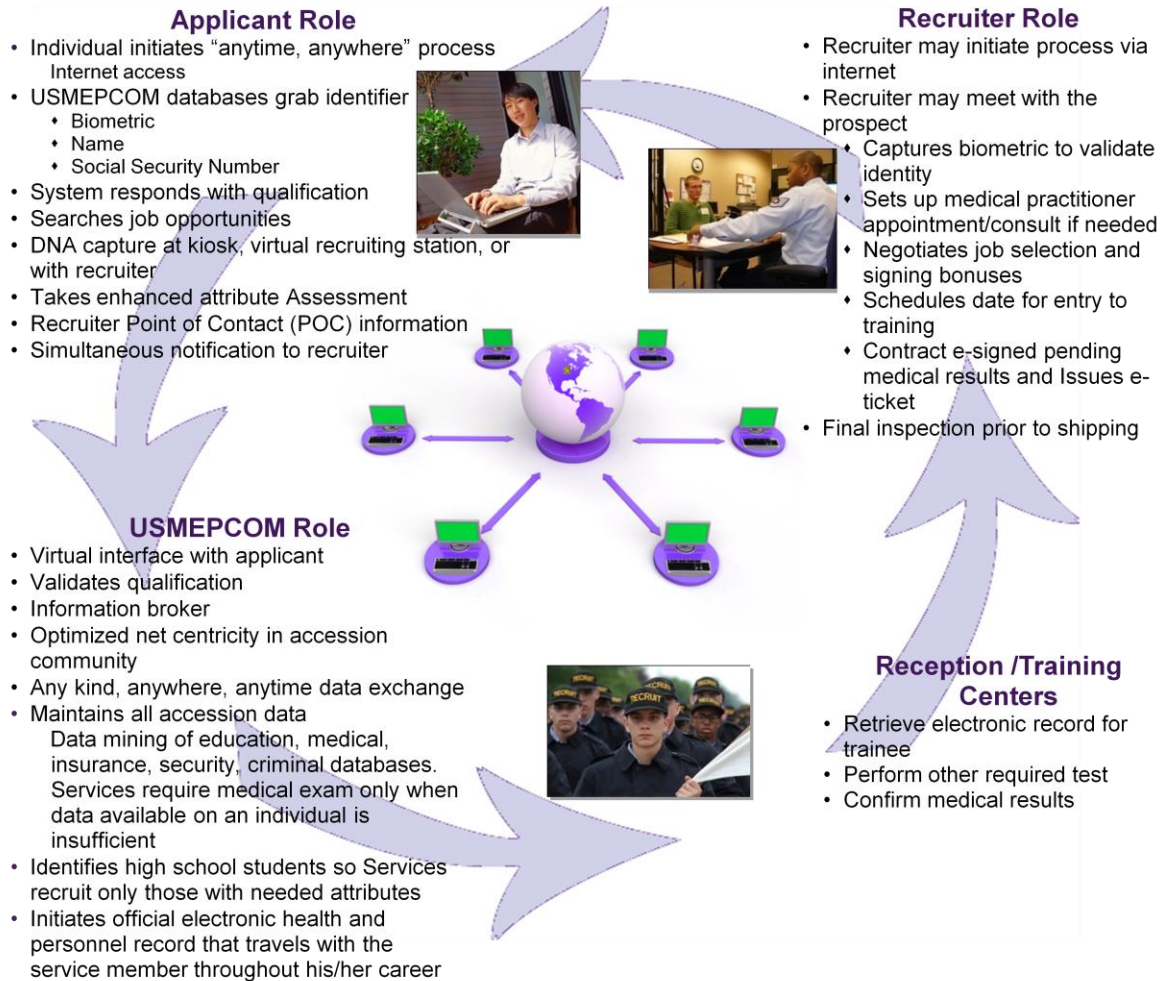
- All computing services are offered via cloud, i.e., all productivity software is SAAS (Software as a service).
- All systems and applications operate system agnostic.
- Mobile applications have been developed.



## Appendix C

### 2025 Concept

## Future . . . 2025 Virtual Processing



#### Expected Results

- Attribute/aptitude testing
- DNA capture/analysis
- Medical exam phases out (10 percent market)
- Added education data to data mining
- Official electronic health and personnel service member record
- Virtual processing



## 2025 Highlights

### **USMEPCOM's Role:**

- Virtually interfaces with the applicant
- Validates qualification data
- Information broker (a processing data warehouse with a significant amount of data exchange and enhanced analysis capability, a smart decision maker)
- Optimized net-centricity in accession community
- Any kind, anywhere, anytime data exchange
- Adds education databases to data mining network
- Continues to maintain all accession data, obtains access to all of the applicable databases that come open to the public, mines data, and improves data analysis techniques (gathering, validating, and manipulating accession relevant data)

### **Organizational Structure:**

- Location independent
  - Unconstrained footprint
  - Not limited by physical location
  - Eliminate reliance on fixed based locations
- Leverage data exchange to improve accuracy
- Physical footprint for national emergency or mobilization

### **Processing:**

- Extensive virtual processing—predominately digital, virtual, and asymmetric
- Self-initiated or recruiter assisted processing
  - Individuals initiate the process by doing self pre-checks at kiosks, home, etc., to determine if they are prime candidates for military service. Biometric capture sends pre-check requests to the USMEPCOM database and searches all permissible databases, performs algorithm analysis, and responds back to individual (similar to a credit check).
  - Recruiters initiate the process by typing in an individual's name and Social Security Number (SSN) which prompts USMEPCOM. USMEPCOM asks the recruiter to ask the individual specific questions and USMEPCOM responds with qualification decisions.
- Goal: eliminate searching for source data that has already been previously searched and captured
- Military oath administered in a modern way, i.e., virtual oath
- Expanded services to non-military federal agencies that recruit and qualify candidates (agencies regularly receive applications from former military personnel whose information already exists in USMEPCOM's processing system)

### **Testing:**

- Un-proctored tests prevalent
- Un-proctored iCAT used by recruiting services for the purposes of practice and prescreening—Internet Computerized Adaptive Student Test (iCAST)
- Multilingual tests introduced
- Increased use of non-cognitive testing
- Using and exploring non-verbal cognitive measures
- Linked with school and standardized test databases to get test scores

**Medical:**

- Very limited medical processes are done at MEPS.
- The individual's medical conditions are assessed using the latest technology, i.e., body scan.
- Because the entire medical history is data mined for decision making, the applicant may not require medical screen at all, or if no/limited medical history exists, the applicant goes to any doctor for a physical screening examination.

**Information Technology:**

- Optimized net-centricity is present in the accession community (any kind, anywhere, anytime data exchange).
- Anywhere, anytime, flexible, high-speed, secure networks support virtual applicant processing.
- All data is available electronically.
- High-speed data connections provide access to external agencies
  - Medical provider databases (insurance providers, doctors, hospitals, etc.)
  - Education databases (schools, standardized testing, etc.)
  - Law enforcement databases (state and local law enforcement, etc.)
  - Security databases (SSA, United States Citizenship and Immigration Services (USCIS), etc.)
- Many IT services are self-service.